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OP 71-1830

71-148

21 DEC 1971

Executive Registry
71-6416

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Non-Standard Work Schedules

1. This memorandum submits a recommendation for your approval. Such recommendation is contained in paragraph 11.

2. The Office of Personnel has completed a series of studies to determine the parameters within which the Agency might accommodate non-standard workweek arrangements which are considered to be operationally advantageous to the missions of the Agency components involved.

3. The studies included reviews of proposals advanced by the Foreign Missile and Space Analysis Center, the Office of ELINT and the Central Reference Service to adjust current 24-hour shifts to non-standard workweeks. Included also was the proposal submitted on 1 September 1971 by the Management Advisory Group for the adoption of three-day workweeks in the Headquarters computer centers.

4. These proposals cited strong benefits which would accrue if non-standard workweek arrangements in exception to current Agency regulations were adopted. Some of these benefits are:

a. Continuity of Operations. In the case of FMSAC, the most significant benefit in establishing a basic 12-hour regular work shift is that all members of the working teams can interact with the regular work force in FMSAC for periods up to four hours each of their working shifts. This interaction is deemed critical to establishment of truly competent FMSAC analyses of foreign missile and space activities on a 24-hour-a-day basis. The "normal" three shifts of eight hours each have clearly demonstrated that individuals working the midnight to 8:00 a.m. shift lack contacts and analytic interchanges with the total regular work force of FMSAC, and suffer thereby.

b. Manpower Savings. In certain instances savings in total manpower necessary to man 24-hour shifts could be accomplished by the adoption of the two-shift, 12-hour-a-day arrangement. FMSAC, for example, would be able to eliminate at least one slot if such a work schedule were adopted.

c. Overtime Savings. In manning a schedule that calls for 24-hour operations six or seven days a week, overtime, particularly within current ceiling limitations, becomes a significant factor. By adjusting workweek schedules to regularly scheduled 12-hour-a-day shifts without overtime, payment for overtime work on Saturdays and Sundays can be considerably reduced or eliminated altogether. For example, under the

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GROUP 1
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proposal forwarded by OMS, four teams working one three-day workweek of 12-hour shifts and a second workweek of three-day, 12-hour shifts plus one eight-hour shift on Sunday could accomplish its mission of total coverage without any overtime within an 80-hour pay period.

d. Increased Productivity. This factor would be especially significant for the Agency's computer centers. Typically, in such centers, a worker may spend up to 45 minutes after his arrival on the job in preparing for his day's work. At the end of his shift he may spend up to 30 minutes preparing to close down for the day. In a five-day workweek this may represent a "loss" of six hours and 15 minutes per employee. In a three-day workweek this loss represents only three hours and 45 minutes.

e. Reduction of Employee Turnover. The adoption of two regularly scheduled 12-hour work shifts in place of the current three regularly scheduled eight-hour work shifts would eliminate the graveyard shift which is a constant source of personnel problems. It is anticipated that the adoption of a non-standard workweek of basically three days plus a fourth eight-hour day would bring about a reduction in employee turnover, would enhance recruitment efforts and would increase the quality of personnel brought on board.

5. The Office of Personnel studies took into consideration the legal and medical aspects of such non-standard work schedules as well as the administrative problems attendant upon accurate reporting and accounting procedures covering hours of work.

6. In terms of the legal aspects, the Office of General Counsel has taken the position that the Agency can establish its own work schedules, but it has strongly urged that we change our Regulations to conform with what we are doing.

7. The Director of Medical Services has stated that while he could not say categorically that such irregular schedules would be harmful, a 12-hour workday would tend to decrease an employee's effectiveness in a situation where power of observation, manual dexterity and physical prowess were involved. The Director of Medical Services said that such arrangements would call for close supervision involving a careful look at productivity.

8. Discussions with the Offices of Computer Services and Finance indicated that any change in the 80-hour period of accountability for pay and leave purposes would pose very real difficulties. At this time it would be next to impossible to handle the computer programming necessary to establish any basic work schedule other than an 80-hour pay period within the time limitation for implementation of the new financial reporting system.

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9. The Office of Personnel studies concluded that it would be feasible to establish non-standard work schedules for 24-hour operations, conforming to the 80-hour accountability period, when such schedules very closely provide operational benefits to the Agency. The studies also concluded that the Deputy Director for Support is in the best position to review proposals for non-standard workweeks from an Agency viewpoint and to appraise the financial, personnel and medical factors involved.

10. Requests for irregular work schedules for 24-hour shifts would be reviewed on an individual basis prior to submission to the Deputy Director for Support. Each review would determine the appropriate accounting procedures for leave and pay purposes.

It is expected that the following guidelines would prevail in the determination of leave and pay accounting:

a. Employees at the GS-11 and below level would be paid overtime for work in excess of 80 hours in a two-week, 80-hour pay period.

b. Employees GS-12 through GS-14 may receive overtime payments for directed overtime worked in excess of 96 hours in a two-week, 80-hour pay period.

c. Employees entitled to Sunday, holiday or night differential pay would receive such pay, when appropriate, for hours worked not in excess of 12 within a regularly scheduled workday.

d. Annual and sick leave would be charged according to leave taken against the employee's established work schedule.

e. Otherwise the provisions of [redacted] would remain unchanged and would pertain to the irregular work schedules. 25X1A

11. It is recommended that the following change to Headquarters Regulation [redacted] Hours of Work, Leave, and Pay, be approved: 25X1A

"In exceptional circumstances and when advantageous to operations which are staffed on a 24-hour basis, the Deputy Director for Support may approve work schedules which deviate from the above standards as long as the scheduled work hours equal 80 in a two-week, 80-hour pay period. Proposals for such irregular work schedules should be forwarded to the Deputy Director for Support through the Director of Personnel with the concurrence of the Deputy Director concerned. The Deputy Director for Support, when approving non-standard work schedules, shall also prescribe guidelines for accounting for leave, overtime, holiday and Sunday pay, and night differential."

/s/Harry B. Fisher

Harry B. Fisher
Director of Personnel

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CONCUR:

25X1A

[redacted]

Lawrence R. Houston
General Counsel

22 DEC 1971
Date

25X1A

[redacted]

John W. Coffey
Deputy Director
for Support

23 Dec 71
Date

The recommendation contained in paragraph 11 is approved: *

25X1A

[redacted]

L. K. White
Executive Director-Comptroller

4 Jan 72
Date

Distribution:
Orig - Return to D/Pers
1 - ER
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* For the indefinite future the Deputy Director for Support will obtain the concurrence of the Executive Director-Comptroller prior to the approval of any such proposal. Until we have had som time to experiment with such schedules, the Executive Directo Comptroller will expect quarterl reports from each component or activity for which an irregular w schedule has been approved.

LKW
4 JAN 1972

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	S 01	M 02	T 03	W 04	T 05	F 06	S 07	S 08	M 09	T 10	W 11	T 12	F 13	S 14	S 15	M 16	T 17	W 18	T 19	F 20	S 21	S 22	M 23	T 24	W 25	T 26	F 27	S 28
M	B	B	B	B	B	C	C	C	C	C	C	C	D	D	D	D	D	D	D	A	A	A	A	A	A	A	B	B
D	D	A	A	A	A	A	A	A	B	B	B	B	B	B	B	C	C	C	C	C	C	C	D	D	D	D	D	D
S	C	C	C	D	D	D	D	D	D	D	A	A	A	A	A	A	A	B	B	B	B	B	B	B	C	C	C	C
O	A	D	D	C	C	B	B	B	A	A	D	D	C	C	C	B	B	A	A	D	D	D	C	C	B	B	A	A

M - MIDS
D - DAYS
S - SWING
O - OFF

TEAMS: A, B, C, D

TEAM A

S	M	T	W	T	F	S
-	D	D	D	D	D	(D)
D	-	-	S	S	S	S
S	S	S	-	-	M	M
M	M	M	M	M	-	-

TEAM B

S	M	T	W	T	F	S
M	M	M	M	M	-	-
-	D	D	D	D	D	(D)
D	-	-	S	S	S	S
S	S	S	-	-	M	M

TEAM C

S	M	T	W	T	F	S
S	S	S	-	-	M	M
M	M	M	M	M	-	-
-	D	D	D	D	D	(D)
D	-	-	S	S	S	S

TEAM D

S	M	T	W	T	F	S
D	-	-	S	S	S	S
S	S	S	-	-	M	M
M	M	M	M	M	-	-
-	D	D	D	D	D	(D)

(D) - OVERTIME

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25X1

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